



# FAA Intercom

## 10-Year Controller Staffing Plan Announced

The FAA's controller staffing plan announced in December combines a series of refinements to current hiring and training programs, new initiatives, and better management practices to meet the agency's need for thousands of new controllers over the next decade.

Controllers will gain new flexibility in their work schedules from part-time staffing, job sharing and split shifts. Controllers reaching the mandatory retirement age of 56 will be able to apply for a series of 1-year waivers that could allow them to work until the age of 61 (see story at right).

Administrator Marion Blakey said the plan's strategy is to put "the right number of controllers in the right place at the right time." She noted that the plan is being introduced at a time of unprecedented safety across America's skies, and it's safety that remains at the center of the staffing plan.

The 12,500-controller hiring goal would replace the estimated 11,000 controllers expected to retire over the next 10 years, plus an additional 1,500 new controllers to take into account increased traffic volume, an anticipated 5 percent training failure rate and higher-than-normal retirement rates beyond 2014.

The numbers in the plan will be *continued on page 4*

## Age Waivers Granted for Air Traffic Controllers



*Administrator Marion Blakey (left), and Jim Washington, ATO vice president for flight services, meet Bernard Anderson (right), a specialist at the Islip AFSS.*

While visiting automated flight service stations at Islip, N.Y., and Altoona, Pa., Administrator Marion Blakey told employees the agency would provide an exemption to a rule that limits the hiring of controllers to those under the age of 31.

The FAA also printed in the Federal Register a process to define how a controller can request a waiver to mandatory separation at age 56.

### **AFSS Employees to Benefit from Exemption Program**

The administrator's announcement at the Islip and Altoona Flight Service Stations was meant as a message to all flight

service station specialists who are part of the upcoming A-76 transition. She said her concern for AFSS employees influenced her decision to authorize the exemption. "The age-31 exemption program will be a significant boost to those of you looking to rejoin the air traffic control workforce," she said.

The trip was compelling for the administrator, as she listened to a 3-minute tape of an Islip specialist assisting a pilot lost in a snowstorm, and to Ron Napurano, Islip AFSS manager, as he spoke about balancing employees' personal anxiety *continued on back page*

### **In This Issue:**

**Read about FAA's support of our troops, CFC update, a new MODEL for developing managers, the big addition to the agency's designee program, and much more.**



Page 7. All's well that ends well.



Page 10-11. Toxic tonic served for CFC.



Page 13. So long to Challan.



Page 14. Gold medal for green activities.



## News in Brief

### Southern Region Launches Leadership Program

Eight Southern Region employees have been selected to participate in the Leadership Opportunities and Challenges (LOC) Program sponsored by the Federal Women's Program and the Human Resource Management Division.

All non-supervisory employees in the regional office in grades 9-12, or in an equivalent pay band, were eligible to apply for this pilot leadership development program.

The orientation session for the yearlong program included topics such as situational leadership, image and leadership, individual leadership training, and the power of full engagement.

### FAA Sees Light in Solar-Power Study

A technology that helps guide military pilots in Iraq might someday guide private pilots here at home.

The Airport Safety Technology Section, based at the William J. Hughes Technical Center, will install and test solar-powered taxiway lights at Cross Keys Airport in New Jersey, not far from Philadelphia. This program could eventually

*Blue diode lights are being installed at a small New Jersey airport to test a solar-power concept.*



*Carolyn Blum (left), Southern Region administrator, joins participants in the region's LOC program, which is designed to develop leadership skills among employees.*

benefit thousands of small general aviation airports across the country.

Last month, FAA visual guidance specialists installed 90 taxiway edge lights at Cross Keys. The blue light-emitting diode lights will remain on from dusk to dawn.

Over the next nine months, experts will check the test lights for visibility, durability and effectiveness. These are the same taxiway lights that guide pilots of U.S. fighter jets and cargo planes deployed in the Middle East.

Many smaller general aviation airports have minimal, if any, lighted guidance for pilots taxiing from runways to parking areas. The solar-powered lights will add safety to remote sites that lack access to electricity, as well as those airports with limited resources to pay for power.

### Tilting Toward Windmills

In related Tech Center news, engineers are developing recommendations to install lights on windmills in ways that would avoid light pollution in remote areas.

Wind power plants operate in 32 states. However, aircraft warning lights are required on most windmills because they stand taller than 200 feet.

Rural residents are concerned that illuminating every windmill on a farm could add annoying light pollution to remote areas.

Tech Center engineers have studied windmills at 11 sites across the country and have determined that installing lights on windmills at the end of each row a half mile apart should provide sufficient lighting for approaching pilots without creating light pollution for surrounding communities.

European nations are among those currently monitoring the FAA's efforts on the wind farm project. An advisory circular, expected this year, could help determine the future of wind farm lighting in the United States.

### Detroit Facilities Go Zero for 950,000

Two Detroit air traffic control facilities celebrated some important milestones last month. Detroit Metro Tower has gone operational-error free for more than six months. That's more than 250,000 operations handled perfectly.

Even more impressive is the Detroit Metro TRACON, which has gone an entire year — that's more than 700,000 operations — without an operational error.



### 20 Years of Customer Service

The Great Lakes Airports Division drew nearly 500 attendees to its 20th annual airports conference. The conference, which has become a mainstay safety event in the region, featured two pre-conference workshops on updated environmental policies and procedures, and on airport pavement design and evaluation.

The workshops strengthen FAA's educational outreach. During the conference, speakers discussed other aviation areas, including certification, navigaids, operations, planning, environmental, runway safety and engineering.

During her keynote speech, Kate Lang, deputy associate administrator for Airports, discussed challenges in the coming fiscal year, and highlighted FY2005 targets and initiatives the FAA and Airports Division staff have outlined in the Flight Plan.

### ACE Provides Online Service

The American Council on Education (ACE) now provides online service to FAA employees who have completed FAA



Academy and CMD training courses that carry ACE college credit recommendations.

After establishing a record with ACE, employees may view their records

online or order a transcript at [www.acenet.edu/transcripts](http://www.acenet.edu/transcripts) after registering with the ACE Registry.

To register, access [www.academy.faa.gov/](http://www.academy.faa.gov/), then select "Training Catalog" and "College Credit for FAA Training". Complete a Participant Form and send it to the ACE Registry (forms are available from your regional contact listed at the above Web site). Don't forget to ask your regional contact to send a certified signed copy of your training history to the ACE Registry.

The ACE call center can be reached Monday through Friday from 8:45 a.m. to 4:45 p.m., EST at (202) 939-9434/9470.

### Lithium Battery Ban Announced

The FAA and Research and Special Programs Administration (RSPA) have banned cargo shipments of non-rechargeable lithium batteries aboard passenger flights because they pose a fire hazard. These non-rechargeable lithium batteries are found in such products as cameras, clocks, and smoke detectors.

However, the batteries will be allowed for cargo shipments if they are packaged in the products they are meant to power.

Airline passengers still will be allowed to carry on board and use, or pack in checked bags, personal computers and other consumer products that contain lithium batteries.

RSPA, the agency responsible for hazardous materials transportation regulation, issued the ban due to concern over the fire hazard posed by shipments of non-rechargeable lithium batteries when shipped on airline passenger flights. The FAA will enforce the ban under its authority over transportation of hazardous materials by air.

### Sammie Nominations Sought

The Atlantic Media Company, which publishes *Government Executive* and other magazines, and the non-profit Partnership for Public Service, are seeking nominations for its Service to America Medals. This national awards program recognizes the accomplishments of America's public servants.



The awards pay tribute to America's federal workforce, highlighting those who have made significant contributions to our country. Honorees will be chosen based on their commitment and innovation, as well as the impact of their work on addressing the nation's needs.

All career federal employees are eligible to be nominated for these medals and prize money, which ranges from \$3,000-\$10,000. Nominations are due March 1. For more information and forms, access [www2.govexec.com/SAM/](http://www2.govexec.com/SAM/).

### Correction

The Web address for Enterprise Information Technology Acquisition Program (EITAP) in last month's edition ("Desktop Computers to be Standardized" on p. 2) was incorrect. Access the site at <http://employees.faa.gov>, then click on "Your Work Tools," "Information Technology," and "Enterprise Information Technology Acquisition Program (EITAP)." Use [http://employees.faa.gov/worktools/info\\_technology/eitap/](http://employees.faa.gov/worktools/info_technology/eitap/) to access the site directly. For questions about EITAP and accessing this Web site, call (405) 954-7248.



# ASH Fashions MODEL to Recruit New Managers

"Thirty-five dollars includes buffet, taxes, tips, and gift." It's another "Farewell" party invitation and there are plenty more to come. As most employees know by now, large numbers of FAA managers are at, or approaching, retirement eligibility. The FAA's Office of Security and Hazardous Materials (ASH) is addressing the impending turnover in management by accelerating the development of prospective managers from within its own ranks with a new program called "MODEL."

MODEL (Making Opportunities to Develop Employees for Leadership) was launched this summer in response to the fact that half of ASH managers will be eligible to retire in the next five years.

Lynne Osmus, assistant administrator for Security and Hazardous Materials, said the loss of experienced managers, increased need for aviation safety and security, and a tight budget environment means that the need for effective leaders will only increase in the years ahead.

Employee development and strategic management of personnel is a key part of the "Organizational Excellence" segment of the FAA Flight Plan. Participation in MODEL, which resembles a graduate program that provides government management skills and experience, is based on a competitive process and open to non-supervisory ASH employees at the I-band or above.

Those who successfully complete the 18-month program will be eligible for promotion to a management position without additional competition. However, participation in MODEL is not mandatory to enter management in ASH.

Thirteen ASH employees from around the country were recently chosen for the first MODEL program. They have completed an orientation course and are following a personalized development plan that includes 30-day and 60-day

developmental assignments in which they perform management tasks, preferably in offices outside their geographic area.

"The great thing about the MODEL program is that it lets you learn while doing and do while learning," said Victor Kemens, facility security specialist at Headquarters. "Everything has an immediate pay-off because it's integrated into your daily work activities."

"I find the MODEL program to be extremely challenging, demanding and arduous, but I am learning many things that



*Jill Fenty in AEA's Hazardous Materials Branch, discusses her management development plan with her mentor, Barbara Parker, from ASO's Internal Security and Investigations Branch.*

I probably would not have learned any other way," said John Milo, hazardous materials specialist in the Southern Region.

ASH is seeking assistance from other FAA offices, in all regions, that might have opportunities for MODEL participants to assist in management work for 30 or 60 days. The sponsoring offices will not have to pay salary or travel expenses.

For more information about MODEL, or about sponsoring a developmental assignment, contact Deadra Welcome at [Deadra.Welcome@faa.gov](mailto:Deadra.Welcome@faa.gov), or calling (202) 267-8316.

## Controller Hiring Plan Rolled out

*continued from front page*

updated every year to respond to shifting traffic patterns and other changes.

The agency already uses a better recruitment strategy that condenses what was once a 9-week process into a highly sophisticated 8-hour test. The test should cut the failure rate of students from 40 percent to about 5 percent.

Controller training, which now takes 3-5 years, will be accelerated so that terminal controllers will be fit in two years, and en route controllers in three years. Better use of high-fidelity simulators will enable controller applicants to practice working in the actual airspace to which they will be assigned.

The use of alternative scheduling techniques, such as split shifts, part-time and job sharing gives managers the flexibility to staff facilities according to traffic volume.

Blakey noted alternative scheduling was designed to help the agency avoid unnecessary overtime and give controllers more opportunities for advancement.

While the limited waiver of the age 56 rule likely will not have a big effect on controller hiring, it does "give us some marginal cushion in understaffed facilities," the administrator said.

The agency also expects to reduce costs through various work measures. For instance, the FAA expects to better manage workers' compensation and sick leave issues.





## People

### Challan Retires after 35-Year FAA Career

Peter Challan retired Jan. 1 after nearly 35 years with the agency. He had been senior vice president of the Air Traffic Organization's transition, where he was principal advisor to Chief Operating Officer Russ Chew on all transition issues.

He most recently worked on the FAA's efforts to mitigate delays in the national air traffic system through better management of flight operations at Chicago's O'Hare International Airport.

Challan began his career in 1970 as a field civil engineer in the Eastern Region. He spent several years working in the Airway Facilities Division where he held many supervisory positions.

For more on Challan and his career, see the story on p. 13.

### In Memoriam

Robert S. Poole, M.D., a senior flight surgeon and advisor to the Federal Air Surgeon, died Dec 14 after a long battle with multiple myeloma.



Dr. Robert Poole

Bob served as manager of the Medical Specialties Division in the Office of Aerospace Medicine. He also served as an FAA aviation medical examiner and consultant to the

FAA before coming to work for the agency. He served in the U.S. Air Force during Desert Storm and was also a member of the Coast Guard Auxiliary.

Bob was a past president of the Civil Aviation Medical Association, an accomplished pilot who flew his own Cessna 337, and an A&P mechanic.

Surviving him are his wife, Kathleen; daughter, Nancy; sons Robert, Jr., Allan and Douglas; five grandchildren; and a brother.

### In Memory of a Friend and Coworker

A conference room at the William J. Hughes Technical Center has been renamed in honor of a deceased coworker.



Joe Schanne and Sue Bowen honored Randy Bowen at the renaming of a Tech Center conference room. Behind them is the plaque dedicating the room.

The renaming honored Randall Bowen, a friend and co-worker who died in June after a yearlong battle with cancer.

In dedicating the Bowen Conference Room, Joe Schanne, acting director of the Office of Independent Operational Test & Evaluation, described Randy as "a shining example of an IOT&E staff member. In addition to his extensive technical and operational expertise that he brought to the job each day, Randy had kindness and compassion."

Bowen's wife, Sue, was on hand to receive a plaque. She said that Randy thought that his position as an IOT&E project manager was the perfect job.

## FAA Pledges Assistance in Tsunami Recovery

The FAA has responded to an urgent request from the Maldives islands in the Pacific for assistance in recovering from destruction caused by the recent tsunami.

The Maldives' director general of civil aviation asked the FAA to assist it in replacing navigation aids at Male airport that had been destroyed in the tsunami.

The Air Traffic Organization and the Office of International Aviation immediately contacted technicians at the airport to better assess what the specific equipment requirements were.

The ATO recommended sending a portable VOR/DME trailer to restore some of navigation capability. Working with the Logistics Center in Oklahoma City, the ATO conveyed information from the Maldives regarding frequency requirements so that the unit could be configured for use.

The trailer was shipped in the second week of January, accompanied by two technicians.

The FAA is working closely with the Departments of Transportation and State in coordinating the United States' disaster response effort.



# Joining Forces to Help Troops Overseas

Sometimes ideas are just too good not to share. Patricia Walker, a program analyst in the NAS support office, found that out in a very emphatic and heartwarming way recently.

Walker decided she wanted to do something to help a daughter's friend who was fighting in Iraq. As the ex-wife of a military man, she understood the hardships that soldiers endure when they're far from home during the holidays.

So Walker decided to send stockings to soldiers in Cpl. Leo Moya's unit in the hopes of bringing them a little holiday cheer. Word got out to her friends, family and coworkers and the whole effort mushroomed.

Walker had committed to sewing 150 Christmas stockings herself and filling them with some essentials and goodies. In addition, she asked about 20-30 of her coworkers to write Christmas cards to the troops as a pick-me-up. What she got in return were hundreds of cards and e-mails that she printed out on holiday stationery and duplicated for the unit.

Walker remembered in particular one note from a stranger who was recuperating from a brain aneurysm and as occupational therapy was writing cards to regain his writing ability. "It was so important to him, even if his writing was

very difficult," Walker said.

Then, Eileen Hohman in the Runway Safety Office heard about Walker's plan. Her office had been planning to do a holiday drive for the troops, so the two offices joined forces and another 150 stockings were donated. Hohman got Nabisco to donate snacks for the drive.

So what started out as four boxes from Walker's office ended up being a major shipment of 21 boxes. They even sent holiday decorations.

When Cpl. Moya went to get his mail, he was told to go the main post office. When he got there, the post officer asked him, "You brought a truck, right?" It took several people to load the Humvee.

"I just barely started this and other people ran off with it like crazy," said Walker. "I'm fascinated by how appreciative the [volunteers] are that they get to do these things," she added. "I got the feedback from so many people...somebody gave them some way to show appreciation. They were blessed by this."

The war becomes even more personal for Walker in March. Her brother, MSgt. Michael P. Callahan, is scheduled for deployment in Afghanistan. According to Walker, he and his troops can expect boxes full of decorations and plenty of treats to celebrate St. Patrick's Day.

*FAA employees stuff stockings for U.S. troops overseas.*



## As Pretty as a Picture

Sometimes good deeds go unrewarded. For those lucky enough, they get to see the fruits of their efforts.

A year ago, the *FAA Intercom* wrote about Marty Cacioppo's trip to Vietnam to help a charity called Operation Smile that repairs cleft lips and palates of Vietnamese children. One little girl in particular caught his heart.



*Cacioppo reunites with Nguyen Thi Ha, a little girl he comforted last year after surgery on her cleft lip.*

This past May, Cacioppo, an electronics technician in the Air Traffic Organization, again went to Vietnam to help Operation Smile. As he processed the more than 300 patients, who should appear in line but Nguyen Thi Ha, the little girl to whom he grew attached last year after her surgery for a cleft lip. She was in line to apply for surgery on her palate.

"I didn't know she was coming back," said Cacioppo. "She just sort of came through the screening line. It was great to see her. She and her mother remembered me from last year."

A photo of the two in May shows how much the surgery has helped Ha. Cacioppo recalls how she looked last year before the surgery. "Now she's just this pretty little girl," he said. He marveled at "how little it takes to make such a huge change in somebody's life."



# All's Wells that Ends Well

When Jerry Essenmacher's coworkers gathered in Washington, D.C. last year to begin training on the Cru-X software, little did they know that they'd end up helping dig fresh-water wells in Cambodia.

Essenmacher, the Cru-X project lead, comes to Washington on a regular basis to work on the project. One night, he wandered into the bar at the Mayflower Hotel where he was staying and met Sambonn Lek, a bartender there.

Lek had moved to the United States in 1974, but his heart remained in his native Cambodia, a country still recovering from the genocide of the Khmer Rouge.

He'd started a charity called Sam Relief, collecting money to deliver rice to drought areas, fund the digging of fresh-water wells for families, and purchase school supplies for children.

Touched by Sam's story, Essenmacher decided to help out. What started with a financial contribution has turned into a multi-year commitment in which he has donated almost \$7,000 to the relief efforts, bought software for the organization's fundraising efforts, and paid his way to Cambodia for three weeks in 2003 and 2004.

In Cambodia, Essenmacher helped load and unload tons of rice, shoes, cloth and school supplies. He traveled in vans and jeeps along collapsing dirt roads, and on moped and foot when the jeeps couldn't go any farther. Sticking to the road was a must because millions of land mines remain from the Vietnam War.



*Essenmacher joins Bopha and Luna Lek to dedicate the Wilbur Wright well dug for the Cambodian family pictured with them.*

Grateful families invited him to dinner. He recalled dining in a thatch and bamboo hut built on stilts with palm leaf roof and siding. He even got to pick his own chicken for dinner from the flock running free in the yard.

Back in the United States, Essenmacher estimates he works 20 hours a week editing video and producing graphics for the multi-media presentation that Lek uses to apply for grants and raise funds.

One night, Essenmacher and nine members of the Cru-X team stopped by the Mayflower to visit Lek. Essenmacher swears it was just a night on the town, but by the time Lek "did his little magic show" the Cru-X gang had left \$500 on the table for Sam Relief.

In their honor, Lek used the money to dig three wells for Cambodian families that he dedicated to Orville and Wilbur Wright, and to the "FAA Gang."

Another Cru-X member, Mike Masson, is sponsoring two Cambodian orphans as part of another Sam Relief project.

Now Essenmacher is working to establish an endowment fund to finance Lek's new dream of building a hospital. "What the guy's been able to do from behind the bar at the Mayflower, we're pretty confident he can pull off whatever he wants to do," said Essenmacher. Thanks to some FAA employees, Lek's dream is well on its way.



# Saluting Our FAA Coworkers Who Have

The war on terror hit home again for FAA employees on Dec. 7, but this time in a far more intimate way than many people experienced on Sept. 11, 2001.

In a televised broadcast to the agency, Secretary of Transportation Norman Y. Mineta and Administrator Marion Blakey paid tribute to more than 600 employees who have served in the war on terror in civilian or military roles. They singled out for special commendation 23 individuals who have gone above and

beyond to help free Afghanistan and Iraq, or help those countries rebuild their aviation infrastructures.

War's reality took a front seat during the ceremony. Some 27 agency employees were still serving overseas at the time of the ceremony. A moment of silence was called for those who have died. Included on that silent roll call were the relatives of at least five employees: Mary Kay Baca, Anthony Wells, Mike Creager, Mike Cawley and Chris Gavriel.

"When the pages of history are tucked into place, their contribution will not be forgotten," Blakey said.

She then lauded the effort of the FAA employees serving on the Iraqi reconstruction team as "an unambiguous signal to the entire world: 'America shares its blessings.'"

Each region and center held ceremonies to honor their own employees who have participated in the war on terror.

Among those honored at the national ceremony in Washington were:

**Col. John Allen**, commanded and piloted the second C-141 mission transporting 30 Afghanistan detainees from the Middle East direct to Guantanamo and supported the Air Force as a Pentagon action officer.

Working as a civilian in Iraq and during three separate trips, **James Arrasmith** helped assess the country's air navigation services system.

**Air Force Senior Master Sergeant Peter Barretta** flew several hundred hours as a C-141 flight engineer, as well as numerous aeromedical evacuations from Kuwait.

**Paul Bartko** was the first FAA senior civil aviation advisor stationed in Iraq, where he provided technical, organizational, and Middle East aviation expertise to both the Iraq civil aviation authorities and the coalition forces.

**Commander Kim Behrns** was recalled to active duty for Noble Eagle and Enduring Freedom, during which he oversaw the processing of more than 500 battle damage assessments and ensured reliable communications between the agency and the intelligence directorate.

**William Bergman** was responsible for the safe operation of a 3-mega watt power plant for a 1,100-person military base. He also took care of generators powering various land and satellite-based communications equipment.

**Keith Carver** was activated by the California Air National Guard to support Operation Aerosafe, designed to protect our airports immediately after 9-11.



*Karen Perkins was one of about 40 employees honored at the Aeronautical Center.*

**Mike Daniel** led a Flight Standards team to help develop a safety oversight plan for the new Iraqi government and helped determine proper navigation procedures and advisories for all airspace users.

**Doug Gould** helped re-establish the air traffic control system in Iraq during two tours.

**Kevin Haggerty** served as team lead overseeing the transition of Baghdad Tower to Iraqi control and as a liaison with the military and surrounding Arab countries.

**Tech Sgt. Shawn Harvey** served for two months in the Air Force National Guard as an avionics guidance and control system specialist in support of combat air patrols over major U.S. cities.

**Frank Hatfield** served two tours of duty in Iraq to re-establish the air traffic control system and help create an air transportation division to the U.S. Embassy in Iraq.





# Supported this Country in Time of War

In support of Operation Enduring Freedom, **Major Patrick Hепен** served throughout the Middle East, including Afghanistan, Kuwait, and Saudi Arabia, as part of the operational air battle support element.

**Scott Hubbard** was assigned to the Naval criminal investigative service assigned to protect the president and perform other national security investigations related to terrorism and national security espionage.

**Don Insley** provided critical leadership and technical support in working with the Department of Defense's Office of Reconstruction and Humanitarian Assistance.

**Pete Kacergius** was responsible for coordinating all the assets required to rebuild the Iraq air navigation services infrastructure, including developing a framework for a contract for a turnkey air navigation service.

**U.S. Air Force Reserves Master Sergeant John Kaffka** volunteered to fly missions during the Enduring Freedom/Iraqi Freedom operations, flying continuously — usually under combat conditions — through August 2003.

**Phillip Leman** participated on the team responsible for restoring Iraq's air traffic control service, writing the FAA-sponsored statement of work as well as the air traffic control facility, system, and service descriptions.



*Among the more than 50 employees honored in the Northwest Mountain Region were (from left) Gaddiel Orcullo, Allen Kenitzer, Shannon Mehalik, Terrence "Sky" Landis (behind Mehalik), Curt Read, Doug Murphy, Matt Cavanaugh, and Timothy Haddick.*

**Tech. Sgt. Ralph Noble** was deployed from May to September 2004 in support of Enduring Freedom and Iraqi Freedom, and was awarded the Air Force Expeditionary Air Mobility Service Ribbon and the Global War on Terrorism Expeditionary Medal.

**Brian Staurseth** worked on the initial assessment for Iraq to help develop a safety oversight plan for the new government and helped determine proper navigation procedures and advisories for all airspace users.

**Robert Sweet** served as an agency coordinator for the Iraq rapid civil aviation assistance team, whose mission was to continue the re-establishment of the air traffic control system and to help establish an air transportation division at the U.S. Embassy in Iraq.

**Daniel Vaca** served as the principal FAA lead at Baghdad Airport after Frank Hatfield's departure and was responsible for overseeing activities involving the Baghdad Tower's airport commercial properties and security checkpoints.

**James White** coordinated FAA support for planning the rebuilding of Iraqi civil airports, including site assessments of Iraqi airports by FAA airport certification inspectors for ICAO operating standards.



## 2004 was a Year of Giving for FAA

*Cash registers at department stores were ringing this year, but so were the donation pots of charities around the country as FAA employees stood up to be counted — to the tune of hundreds of thousands of dollars — in the annual Combined Federal Campaign. Here's just a sample of FAA employees' generosity.*

**Alaskan Region:** Employees contributed \$103,595 to the 2004 campaign, just shy of its \$120,000 goal. The regional Civil Air Club held a Halloween bake sale, with half of the money raised donated to CFC. An employee donated the use of a week's stay at a timeshare in Hawaii for a silent auction.



*Kristen Gwinn, a representative from the Bird Treatment & Learning Center in Alaska, brought an owl to discuss her organization's work in treating injured birds for release back into the wild. This owl, hit by a vehicle and unable to fly, has resided at the center for 10 years.*



*Holding the citation for largest percentage increase for a local CFC are (from left) Bill Brune, Great Lakes Region's CFC co-chair; Chris Blum, regional administrator; and Glenn Helm, Great Lakes CFC chairperson.*

**Central:** Participation among employees at the Kansas City Downtown and International Tower and SSC offices more than doubled. The average gift was \$390, up by \$52 over last year. The number of Eagle donors (\$1,000 or more) increased by 10 to 35. Total donations reached \$103,000, up by \$13,000 over last year. That's even more impressive considering the goal was \$85,000. The Heartland CFC of the Kansas City area recognized the Central Region for registering the largest percentage increase of any local CFC.

**Eastern:** Raised nearly \$46,900, way above its \$35,659 goal. What made it more impressive is that less than 30 percent of the Headquarters employees had participated at press time. Funds were raised from a breakfast sponsored by the regional managers, and a garage sale (books, DVDs, CDs, and other items donated by employees), as well as a raffle for gift certificates for donated services.

**Great Lakes:** Taffy apple sales, a hotel raffle and on-line auction, among other events, allowed Regional Headquarters to raise \$80,389, more than \$18,000 above its goal. The DuPage FSDO donated \$136 from its raffles, and several West Michigan facilities combined to give \$15,000. The Traverse City (Mich.) facility adopted a needy family. The Elgin TRACON raised \$9,500, achieving 144 percent of its goal; Chicago Center raised \$16,500, 168 percent of its goal; and Kankakee AFSS raised \$2,600. Cleveland Tower and TRACON raised more than \$4,000 for the Salvation Army from their chili cook off.

**Mike Monroney Aeronautical Center:** The Civil Aerospace Medical Institute hosted the CFC this year and set a record of \$418,372 in donations, far above its \$380,000 goal. Among the many events were drives that collected more than 1,300 pounds of food and \$2,600 worth of clothes, and a 2K walk and 10K run that netted \$6,000. The Aeronautical Center won the Norma L. Moore Award, which recognizes a federal agency's commitment to CFC by providing a loaned executive, involving management, educating employees, and increasing donations.



*With a little coaching, a young contestant at the Mike Monroney Aeronautical Center's CFC carnival aims for the mark at the dunk tank. Youngsters from the center's childcare center participated.*



*Northwest Mountain:* At press time, the region was approaching 93 percent of its \$202,202 goal, with 44 percent of employees donating an average of \$508 each. Among the more innovative events was the Taste of Halloween luncheon, in which a ghastly assortment of ghosts, goblins, mad scientists and other costumed participants vied for lunch customers. Customers were encouraged to "Spin the Wheel" for a dessert of their choice. The "Graveyard" booth was voted first. An annual book sale netted more than \$1,000.



*Mad scientists in the Northwest Mountain Region serve up some "toxic tonic" for the lunchtime crowd.*

*New England:* A terrific kick-off with a speaker from the Make-A-Wish foundation helped fuel a campaign that reached \$60,000 and is still counting. There were two themed bake sales, a CFC fair, a series of breakfasts, a silent auction, community collection jugs, and the traditional closeout celebration of ice cream and topping.

*Southern:* Reached 128 percent of its goal by raising \$116,230, with 368 employees contributing. One of the more interesting fundraisers was "Crazy Hat Day" sponsored by the Logistics Division. Employees paid \$1 to get to wear their favorite crazy hat. The winner was Chris Barnhill in the real estate office.

*Southwest:* Pizza lunches, a pancake breakfast, and days featuring crazy ties, crazy hats and sports jerseys helped raise more than \$69,000. The most successful event was a holiday choir closeout that raised more than \$11,000 in last-day pledges.

Houston Center took an imaginative approach to recognize the contributions of its employees and help others at the same time. For each day that the Houston facility sustained a performance level of 100 percent, the management team donated \$420 to the CFC, leading to a record \$66,158 in contributions. Going one step further, the management team, accompanied by an additional contribution from the local chapter of the Federal Aviation Administration Managers Association, contributed two toys per day to the Toys for Tots Foundation for each of its six specialties. The outcome was a mountain of toys that had to be transported by a U-Haul truck for delivery to underprivileged children in the Houston area.

*Western-Pacific:* Reached its goal of \$137,000 by, among other events, holding ice cream social/charity fairs at the regional office, Los Angeles Center and Northwest Mountain's Certification Office in Lakewood, Calif. There also were drawings for prizes used as incentives for employees to turn their pledge forms in

early. The region "loaned" Sally Smith, a program analyst in Technical Operations, to the Greater Los Angeles CFC, who worked with 40 agencies and offices to ensure that their CFC coordinators ran a successful campaign.



*Scooping cones for CFC are (from left) Linda Corp, Elly Brekke and Bill Withycombe.*

*William J. Hughes Technical Center:* Donations had reached \$107,882 before Christmas with a couple of more weeks to go. The center held an ice cream social, a chili cookoff and a Jeopardy contest that featured some big name celebrities (Bill O'Reilly, Martha Stewart and Theresa Heinz-Kerry).



*(From left) Martha Stewart, Bill O'Reilly and Theresa Heinz-Kerry raise money for CFC during the Tech Center's Jeopardy game.*





# Boeing Joins FAA Designee Program

Boeing Commercial Airplanes became the biggest company to participate in the FAA's designee program, marking a significant milestone for the program. It is also the first transport airplane manufacturer to become an FAA designee.

Boeing has assumed responsibility for appointing and overseeing FAA representatives who will check the company's compliance on airworthiness regulations and inspect products to make sure they conform to standards.

In addition, Boeing can assume certification project management responsibilities, allowing the FAA to do more with its limited resources and budget.

John Hickey, director of the Aircraft Certification Service, said, "This is actually going to be the model for future delegation systems in this country."

Jeff Duven, manager of the FAA Seattle Aircraft Certification Office, noted that "the future success of the [Boeing Delegated Compliance Organization] is based on the same fundamentals we have worked to in the past: safe, complying, and conforming products."

The Boeing compliance organization will oversee engineering and manufacturing activities, including retrofit and repairs, at its facilities in Long Beach, the Puget Sound region, and Wichita. These facilities deal with aircraft designs as classic as the DC-7 and 707, to the state-of-the-art 777-300ER.

In a separate event, 551 engineers at Boeing were given "certificates" identifying them as authorized representatives. Each of the representatives has previously been managed by the FAA as designated engineering representatives. They will significantly reduce the administrative workload of FAA employees.



*Signing the delegation authority to Boeing are (from left) Duven, Hank Queen, Boeing's vice president of engineering and manufacturing, and Hickey.*

## Building Stronger Leadership

This month, implementation of a new Managerial Workforce Planning (MWP) system will bring major changes affecting every current, newly appointed, and prospective manager in the agency.

The cornerstone of the new system is a set of 16 corporate competencies — the Managerial Success Profile (MSP) — that address managerial performance in four key areas: achieving results, leading people, building relationships, and managing change.

Under the new policy, the agency will use the MSP in all managerial recruitment, selection, training, and performance management. Managers will be selected, trained, and appraised using a single set of competencies standard across the FAA.

Key features of the MWP system include a structured probationary period requiring on-the-job training in key supervisory functions and formal certification by upper management; mandatory training for all newly appointed front line, middle and senior managers; and a requirement for individual development plans periodically updated with feedback.

Managers will notice several significant changes starting this month: new managerial performance standards for FY 2005 have been established based on the MSP; vacancy announcements and crediting plans will incorporate the four corporate competency areas; and mandatory training and probationary requirements for newly appointed managers have been set.

In the first major revision of management training since the early 1990s, the Center for Management Development is beginning delivery of The Front Line Managers Course to replace LDP-1 and 2.

This and other new corporate training for middle and senior managers address the MSP and focus on accountability, managing performance, and business acumen. Particular emphasis is being given to areas identified by the Employee Attitude Survey, the Flight Plan, and external audits. Experienced line managers and training specialists are playing a pivotal role in the design and rollout of these new courses.





# Work Hard, Have Fun, and Leave a Legacy of Success

The pictures are lined against the wall. Boxes are piling up. The office has all the looks of someone vacating the premises.

In fact, having worked for the FAA for more than three decades, Peter Challan is leaving the agency. He has 35 years of memories and memorabilia to take with him. But it's what he leaves behind that perhaps matters the most.

Challan, who finishes his career as senior vice president for transition in the Air Traffic Organization, has seen the FAA change from the days of paper tracking to automation, worked on some of the agency's highest profile projects, and yet managed to maintain a sense of humor and breathe some sanity into the organization. So, was he crawling the walls until his final day on Jan. 4?

"I'm nostalgic," he said softly, sitting at a table scattered with papers. "I love this place. I love the people."

His career began in 1970 when he signed on with the FAA as an engineer. The evolution through numerous positions to his high-ranking status in Air Traffic was borne on a simple element: hard work. Working for the Eastern Region at a time when it incorporated New England, Ohio and Kentucky, Challan spent the first three years of his career on the road.

It was during that time that he developed his personal philosophy: "When you work hard, you deserve periodically to play hard."

Play hard he did: football, basketball and skiing have been so much a part of his life that he's now paying for it. He's scheduled for hip replacement and shoulder surgery in the new year. What part of his body would he replace if he had a choice? "I'd keep my body, just trade it in for an un-beat-up version of it," he chuckled.

His sense of humor is a well-known trait. "I like to take the work seriously, but not take myself too

seriously," he said. That explains Challan's gaudy Christmas tie and socks, all of which, Challan notes — with a twinkle in his eye — play Christmas carols. That explains the not-uncommon sight of Challan walking the hallways of Headquarters and into the offices of some pretty powerful people singing a favorite tune from the 1960s with no trace of self-consciousness.

It was during his early years in the field that Challan got to know a lot of people — and a lot about the business. As part of Airway Facilities' implementation and installation team, he helped coordinate the many different facets of air traffic control. Those assignments gave him "a good feel at some level for the operation."



*Peter Challan in standard working attire.*

Challan thinks long and hard when asked about the single greatest influence on his career. "I've been blessed by so many wonderful managers and people," he recalled. He noted the "tremendous opportunity" Joe DelBalzo provided him when he asked that Challan come to Headquarters to work issues surrounding the new Denver International Airport.

That was the first of many high-profile projects. He helped negotiate flight

decreases at Chicago O'Hare. He's been Russ Chew's right hand man on the ATO's transition. He speaks proudly about getting the Runway Safety Program Office up and running. He sounds as impressed about the national team on which he worked as he does about AMASS and ASDE-X and the other technologies he helped implement that are making flight safer.

But Challan holds his best regards for the Voice Switching Communications System (VSCS) team that laid the groundwork for the largest technical upgrade in the NAS.

"The agency needed that capability in order to modernize the centers," Challan explained. "We couldn't have moved out of the old M-1 rooms into new DSR rooms" without VSCS. He fondly remembered the team's regular picnics around the Washington D.C. area. "I've had such good fortune to be associated with great teams," he said. But the way he speaks about the VSCS team is the way someone speaks about family.

With his retirement around the corner, Challan pauses for nearly a minute before deciding on any last advice he would offer Chew and the ATO. Perhaps his early days as an engineer gallivanting around the country comes to mind when he responds. "Continue to enhance the ongoing communication with employees. It's hard when you're out in the field to get the translations of what the change is about and the purpose of what we're doing. [Field employees] are the people who can help make these changes."

Is there one piece of memorabilia that Challan values more than all the others? He thinks for a moment then pulls a photo of the VSCS team taken at Haines Point in Washington, D.C., years ago.

Sitting on the ground in the front row is Peter Challan, wearing a jester's hat. Yet, he never played the fool.



# Recognition

The FAA's new **Seattle TRACON** has been awarded the U.S. Green Building Council's 'Gold' certification level award for the environmentally friendly elements of its design. The gold level is the second highest level of achievement in the Leadership in Energy and Environmental Design (LEED) certification process. The TRACON is one of only two federal buildings in the United States to receive this recognition. "Seattle is one of the cornerstones of aviation in the United States, and it is only fitting that the Seattle-Tacoma International Airport should have the finest facilities in the nation, facilities with world-class design, innovative construction and state-of-the-art equipment," said Doug Murphy, Northwest Mountain regional administrator.



*The Seattle TRACON's LEED seal is embedded in rock at the facility.*

In a related honor, the Department of Energy selected the **Northwest Mountain Region** to receive its Energy Power Players Award for outstanding commitment and achievements in promoting energy efficiency and/or renewable energy in the Pacific Northwest. The region specifically was honored for its environmentally conscious design of the Seattle TRACON.

Batting three for three, the **Northwest Mountain Region** was recognized by Gary Locke, governor of Washington, as the state's 2004 Federal Employer of the Year. The region was recognized for its efforts in hiring people with disabilities.

**The Aircraft Certification Service** received four Silver AXIEM Awards recognizing "Absolute Excellence in Electronic Media." Holly Schneider, program analyst in the Aircraft Certification Service, led the development of the online interactive training on "Applying Lessons Learned from Aircraft Accidents."

The FAA presented the second annual **FAA-ATA Better Way Award** to a team that worked on the agency-sponsored program, "Engineering Studies of Chemical and Drying Processes for Fluorescent Penetrant Inspection." This award is given to a government/industry team that has developed and applied a technology, technique, process, or policy resulting in a better nondestructive testing process used on aircraft, components, or systems.

**Mike Thomas**, Miami FSDO manager, has been selected by the Greater Miami Aviation Association as recipient of the Juan Trippe Award, which "recognizes an individual whose efforts in international aviation uphold and continue the early and resourceful solutions exemplified by Juan Trippe." Trippe founded Pan American World Airways.

The American Council on Education presented Darla J. Burns, an instructional systems specialist at the FAA Academy, with a plaque in recognition of her efforts in helping FAA employees acquire college credit for FAA training. She coordinates the annual ACE on-site review of FAA Academy courses for college credit recommendation. She accepted on behalf of her coworkers who prepare the

materials for the on-site course review, as well as the regional training coordinators who work with FAA employees.



*Susan Porter Robinson, ACE vice president, presents a plaque to Darla Burns in recognition for her work in promoting lifelong learning.*

Administrator Marion Blakey presented the Administrator's Awards for Environmental Excellence to **Ed Melisky** and **Ed Cleary** in the Office of Airport Planning and Programming, and to **Michon Washington** in the Office of Environment and Energy. The first two recipients were recognized for outstanding achievement in establishing a memorandum of agreement among five federal agencies to address the problem of collisions between aircraft and wildlife. Washington was recognized for outstanding achievement in developing and implementing environmental education and outreach for the Office of Commercial Space Transportation.



**Ashraf Jan**, special advisor to the associate administrator for Airports, was asked to review a book in the prestigious *Journal of the American Planning Association*. Jan reviewed *Airport Systems: Planning, Design, and Management*, which he described as "must reading for airport planning practitioners and academics." A side note: retired FAA senior airport planner Larry Kiernan provided a blurb on the back of the book.

**Joette Storm**, community relations manager in the Alaskan Region, was elected to the College of Fellows of the Public Relations Society of America. She is among 18 new members who were inducted Oct. 23.



*Joette Storm*

The Greater Washington Area Chapter of the Society of Logistics Engineers recognized **George Clark**, associate program manager for logistics, as its 2004 logistician of the year award. Clark was recognized for his lifetime achievements in the field of logistics. He has been with the FAA's voice switching and recording team for 16 years.

The Air Traffic Controllers Association presented its annual awards recently. Recipients included **Matthew Proudfit** and **David Haddad** as controllers of the year for en route and terminal, respectively; **David C. Frame**, David J. Hurley Memorial Award for Aviation Traffic Management; and **Ardyth M. Williams**, J. Robbins Tucker, George Sakai, and **Peter Challan**, Citations of Merit.

Administrator Marion Blakey presented the "Administrator's Plain Language Awards" to two ATO employees. **Reggie Matthews** won the award for an advisory circular on temporary flight restrictions. **Barry C. Davis** and his team won the award for the TFR builder software.

Jim Washington, vice president for Flight Services, presented **Marilyn Niemoth** with the Vice President's Award in Recognition of her exceptional dedication to the Air Traffic Organization. Niemoth was a budget analyst for the former Central Region Air Traffic Division and the Western Flight Services Operations.



*Washington (left) and Paul Sheridan, then-area director for Western Flight Services Operations, were on hand to honor Marilyn Niemoth.*

**Bill Adams**, New England Region Flight Standards Division manager, presented the FAA Wright Brothers "Master Pilot" award to Jack Phillipps, Dave Frawley, and Arnold Stymest during a meeting at Plymouth Airport in Massachusetts. The three pilots combined have more than 150 years experience in practicing and promoting safe flight.



*Adams (left) presents Master Pilot awards to Jack Phillipps, Dave Frawley, and Arnold Stymest.*

The FAA presented its **2004 Excellence in Aviation Research awards** to the Flight Safety Foundation for the production of a publication on how to safely ditch an aircraft; and to Gulfstream Aerospace for the development and certification of a system to improve pilots' ability to fly at night.

**Louise Speitel**, a research chemist in the fire safety branch at the William J. Hughes Technical Center, received the "Outstanding Achievement in Aviation Research" award from the American Institute of Aeronautics and Astronautics. Speitel was cited for developing an analytical method to detect dozens of fire gas concentrations in smoldering and flaming fires. This new capability provided technology for the creation and patenting of a composite plastic smoke generator that will be used to simulate aircraft cargo compartment fires.



# Blakey's AFSS Visits Come with Good News for Specialists

*continued from front page*

against their commitment and service to customers. He said service is always the priority for AFSS employees.

The age-31 exemption will apply to 800-1,000 AFSS personnel who had previously been certified to direct and separate air traffic, either as FAA controllers, contract tower controllers, or military controllers.

Blakey also announced a "preferred placement program" that will give AFSS candidates a first shot at vacancies throughout the Air Traffic Organization.

As part of the preferred placement program, ATO officials are required to consider the AFSS candidates,



*Administrator Blakey presents Thomas Johnston, an Altoona AFSS specialist, with an Aviation Safety Award given by the Harrisburg FSDO.*

or justify their reasons if they do not. ATO Chief Operating Officer Russ Chew must approve their decisions before other candidates can be considered.



*Altoona AFSS specialist Thomas Wilwohl shares a laugh with the administrator after receiving a certificate and pin for 50 years of federal service.*

The administrator also announced that FPMI Solutions will help with AFSS career transition issues. FPMI has a proven record on hiring issues, including helping the DOT/FAA in hiring the Transportation Security Administration's air marshals.

## **Exemptions Allowed for Age-56 Rule**

Controllers nearing the mandatory separation age of 56 now have a formal process to follow if they want to request a waiver to mandatory separation at age 56.

A Notice of Proposed Rulemaking published earlier this month in the Federal Register details how the waivers would work.

A controller would have to provide evidence of "exceptional skills and experience." The administrator is the final authority for granting or denying a request for waiver. A controller who is denied a waiver may not appeal that decision or file a grievance under a union contract.

If granted, a waiver is good for a year. A controller wishing to extend the waiver must file a separate request. The FAA may terminate a waiver based on agency needs or if the controller is a "primary contributor" to an operational error, deviation, or runway incursion.

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